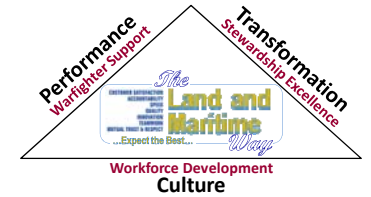


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<b>13. SUPPLEMENTARY NOTES</b> This is an Applied Systems Design Project requirement for the IU-UNC LogMBA Program, a two-year joint MBA between Indiana University's Kelley School of Business and the University of North Carolina at Chapel Hill's Kenan-Flagler Business School.					
<b>14. ABSTRACT</b>  <i>The research and analyses contained herein describe a number of areas and processes that should be improved in the DLA Land and Maritime Suggestion Program. Solutions provided, to include a marketing plan, improved web page prototype and simplified process flows are key to the increased utility expected through the implementation of the plan. The project focuses on 3 primary aspects: increasing employee participation and visibility of pending and previous suggestions; simplifying and enhancing the suggestion submission process; and centralized semi-automated tracking database. One of the most valuable solutions developed incorporates a back-end semi-automated tracking system. If implemented the tracking database could eliminate significant FTE hours currently focused on the tracking of official suggestion submissions, while also providing transparency to employees and management..</i>					
<b>15. SUBJECT TERMS</b> <i>Suggeestion Program; streamlined process flow; web site prototype for suggestion submissions</i>					
<b>16. SECURITY CLASSIFICATION OF:</b> (Must fill out U, C, or S for fields 16 a, b and c)			<b>17. LIMITATION OF ABSTRACT</b>	<b>18. NUMBER OF PAGES</b>	<b>19a. NAME OF RESPONSIBLE PERSON</b> Jodi D'Agostino
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# Optimizing DLA Land & Maritime's Suggestion Program

Sherrie Culbertson  
Defense Logistics Agency  
Columbus, Ohio  
February 4, 2011



# Agenda



- **Current state and business impact**

**PEOPLE**

**Low interest and participation rate**

**PROCESS**

**Clunky submittal and approval process**

**TECHNOLOGY**

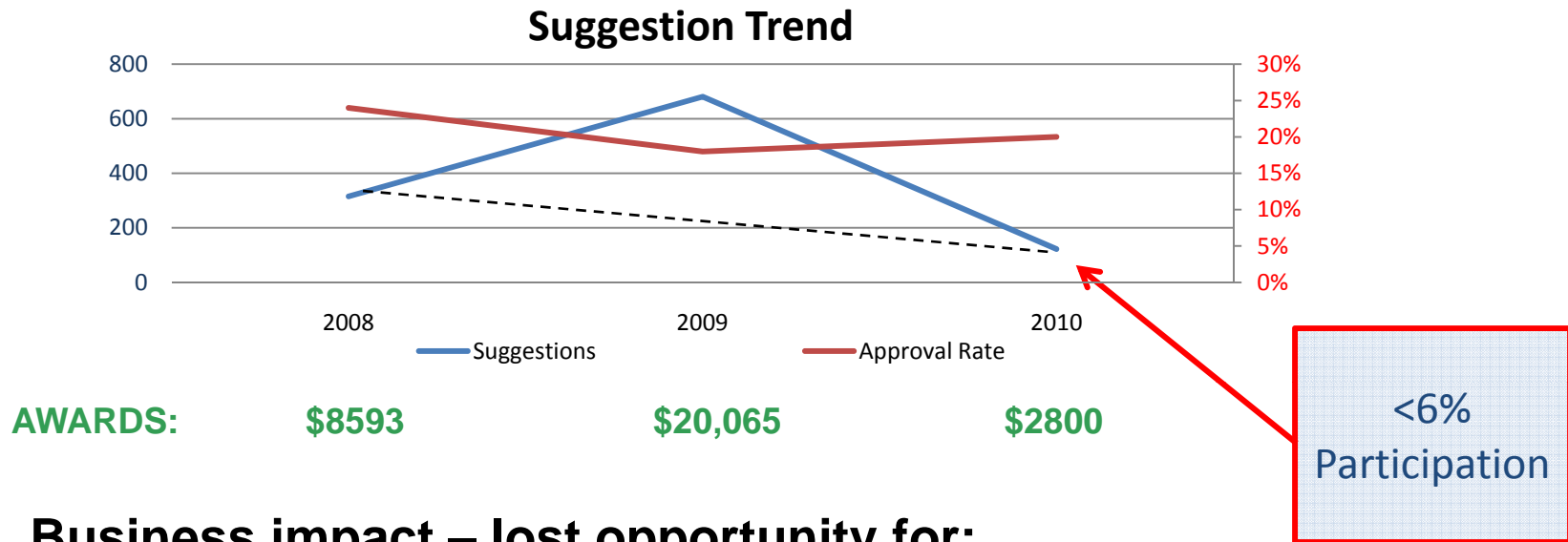
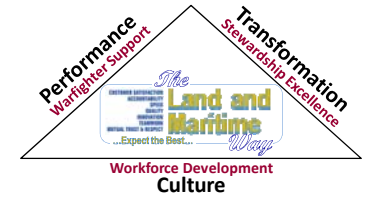
**Antiquated tracking system**

- **Recommendations**

- **Next Steps**



# Current State and Business Impact



## Business impact – lost opportunity for:

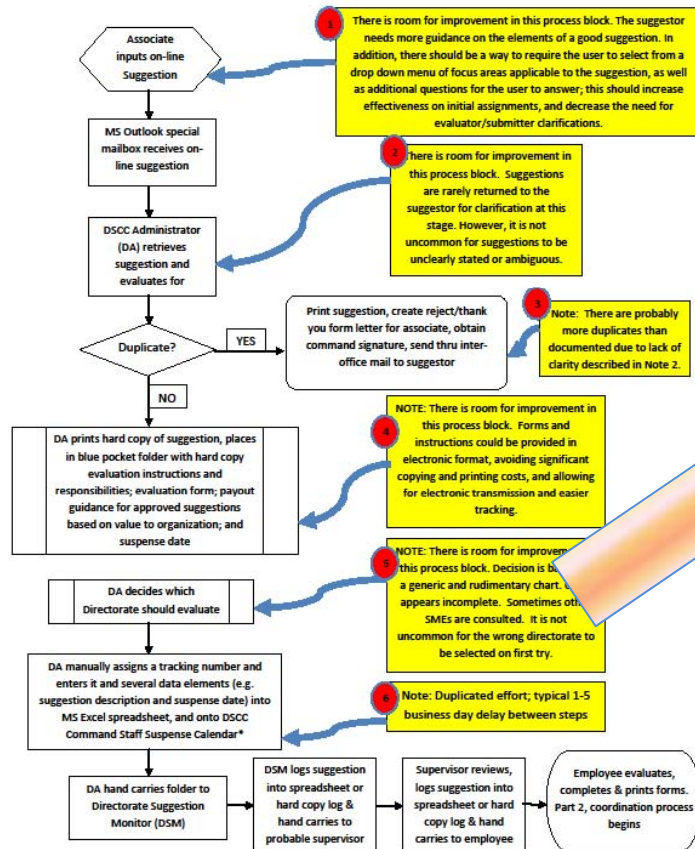
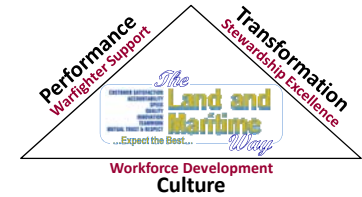
- Real dollar savings/cost avoidance
- Significant process improvements
- Empowering and motivating excellence
- Increased employee satisfaction

## [Suspected] causes of downward trend:

- Outdated suggestion submission web page
- Lack of employee awareness and perception that suggestions are rarely adopted
- Lack of timely feedback (lengthy turn-around time)

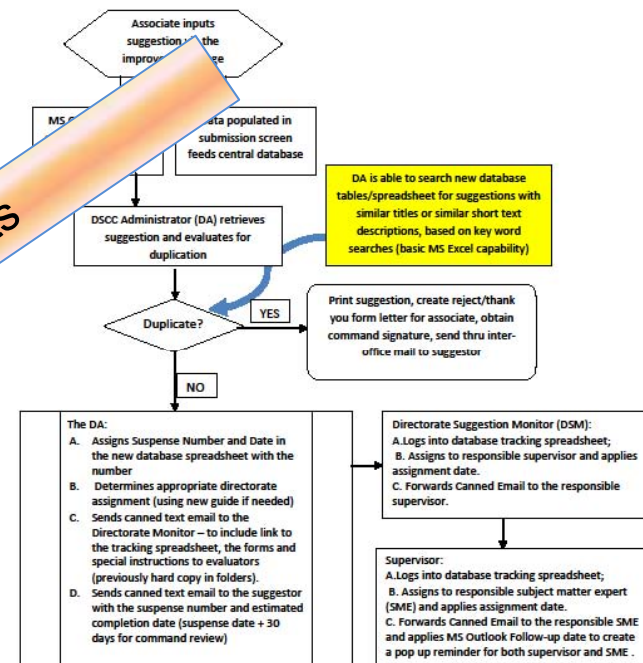


# It's Complicated ...



\*Notation to calendar unexpected; allows Commander's calendar to reflect a suspense to the assigned directorate. Value added?

## AS-IS DSCC SUGGESTION SUBMISSION AND EVALUATION PROCESS – PART 1



## TO-BE DSCC SUGGESTION SUBMISSION AND EVALUATION PROCESS – PART 1



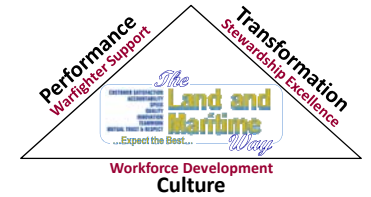
# Recommendations



- **Overhaul web-based submittal process**
  - Provide structure for potential suggestors
  - Connect to back-end database for tracking and data collection
  - Create transparency and visibility
- **Simplify suggestion review & tracking process**
  - Reduce turn-around time– Goal: 30 day turnaround
- **Conduct marketing and awareness campaign**
  - Increase interest and participation– Goal: 10% 1<sup>st</sup> Yr



# Next Steps



- **Detail resources to suggestion program office**
  - Establish milestones – Target implementation: Q4FY11
  - Engage IT resources – Finalize web and database design
  - Develop strategy for, and conduct marketing and awareness campaign – Deliver Q4FY11/FY12
- **Establish tracking metrics and reporting standards**
- **Assess and adjust as needed, 6 months post-implementation**

LOGTECH APPLIED PROJECT - EX801  
PROJECT ANALYSIS REPORT – ASSIGNMENT F  
**IMPROVEMENT OF THE DEFENSE SUPPLY CENTER COLUMBUS (DSCC)**  
**EMPLOYEE SUGGESTION PROGRAM**

SHERRIE CULBERTSON

January 2011



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## EXECUTIVE SUMMARY

The Defense Supply Center Columbus (DSCC), like most large organizations and private businesses, has an employee suggestion program. Unfortunately, participation is scarce, and only a small percentage (approximately 20% - see Exhibit A) of suggestions submitted are approved. There is little visibility of, and virtually no interest by the associates in the suggestions submitted or approved (perhaps the latter is a symptom of the former). Additionally, subject matter experts who evaluate suggestions are frustrated by the number of suggestions that lack foundation (e.g., suggestor does not understand the process or function for which they are suggesting a change), are presented with incomplete thoughts or are highly disorganized, and lack of clarity in the problem description. Lastly, the suggestions are mis-routed, re-routed, take entirely too long to review, and on occasion, are lost.

The research contained herein, and resulting recommendations will focus on four specific areas of concern:

1. Current distribution and tracking process is manual, cumbersome and has low visibility among employees:
  - Management and employees (not involved in the evaluation) have no visibility of ideas under consideration, nor the progress of the evaluation;
  - No visibility of previously submitted/approved/disapproved suggestions:
    - Duplicates are submitted; although rejected, employee time is wasted;
    - Good ideas feed on each other – lost opportunity.
2. Low employee awareness and interest:
  - Cash rewards are budgeted, but not fully exploited;
  - Users are unaware of potential for impact/change;

- Perception that suggestions are rarely approved.
- DSCC offers no training to the workforce on the substance to include in a suggestion is provided. This leads to evaluator misunderstandings or adds time to the evaluation in order to obtain clarification.

3. Although suggestion submissions are via intranet webpage, there is opportunity for improved utility on the webpage (see Exhibit B):

- The Frequently Asked Questions (FAQ) section of the webpage misses the mark in terms of helpful hints;
- Guidance regarding the level of detail to include in a suggestion is needed.
- The user is not asked to categorize their suggestion – the result is the need for the local administrator to guess about process areas of which they have no experience or little knowledge.

4. Paper folders and hard copies of instructions are hand-carried to evaluators/monitors:

- High risk and common occurrence of lost/misplaced folders;
- Resource waste; paper copies of information are sloppy and wasteful.
- Time wasted walking the papers from one floor/office to another;
- Requires multiple suggestion monitors to track and monitor progress;
- Supervisors for SMEs also have to develop a tracking mechanism;

As a result of this research project, a handful of specific actions to resolve the issues related to employee awareness and visibility are presented . Also, a redesigned webpage has been developed to facilitate submission of viable suggestions, which will also improve quality and reduce errors in evaluator assignments. Additional suggestions to improve the tracking process will be included in a Lean 6 Sigma Green Belt event (RIE). Implementation is expected to begin in May 2011, with a target completion date of September 2011.

## **BACKGROUND – SITUATIONAL DESCRIPTION**

The Defense Supply Center Columbus (DSCC) is the Land and Maritime Supply Chain face to the Department of Defense (DoD), providing logistics, acquisition and support services to military units all over the globe. The facility in Columbus employs approximately 2000 associates, most work in the Columbus office; however several hundred DSCC employees are co-located at Navy and Army locations within the U.S. and overseas.

With sales totaling a little over \$3 billion, to more than 24,000 military customers for approximately two million spare parts and items of supply, automation and lean processes are not optional for DSCC. Process improvement initiatives are strongly encouraged and supported by DSCC management. In addition to formal venues focused on specific functional processes and strong support and encouragement for employees to lead and participate in Lean Six Sigma Green and Black Belt projects, employees are afforded the additional opportunity to contribute to organization efficiency through the DSCC Suggestion Program. Unfortunately, participation is scarce, and only a small percentage of suggestion submissions are approved. In addition, there is little visibility of or interest in the suggestions submitted and/or approved (perhaps the latter is a symptom of the other). Further diminishing the effectiveness of the program is the lack of either effective marketing or meaningful instructions to associates about the basics of sound suggestions and the benefits available for those who submit suggestions that add value or increase efficiencies for the center. Finally, the current method of dispersing and tracking suggestions that are out for subject matter expert evaluation is manual and flawed with inefficiencies.

## RESEARCH FACTS AND FINDINGS

Upon thorough review of the DSCC suggestion program website it was quickly learned that there are two primary points of contact (POC) for the suggestion program. One person located at Defense Logistics Agency (DLA), headquarters at Ft. Belvoir, Virginia, provides oversight for the suggestion programs at all supply chains and geographic locations. Heretofore, this individual will be referred to as the DLA HQ POC. The other, POC listed is the local DSCC Suggestion Program administrator.

Further research and discussions with both POCs provided a good education on how the program is administered. The DSCC suggestion program is managed in an office that reports directly to the installation deputy commander. In addition, there are rules of oversight under the direct influence of the DLA HQ POC. Recently, the local (DSCC) suggestion program manager (PM) retired. Under his leadership, previous attempts by this student to recommend program improvements were rejected. Under new management, there is interest in making significant improvements. The HQ PM, however was largely non-responsive and ignored numerous requests for support and open dialogue. (Over the course of 3 months, several emails and phone calls, in addition to a request, on my behalf, from the DLA HQ LOGTECH PM were ignored.) As a result, this project will unfortunately focus only on the improvements and changes that can be implemented locally.

Data supplied by the Suggestion PM (Exhibit A) indicates a significant decline in employee participation over the past three years (only data for the past three years were available). See Exhibit A for statistical details. Based on the three-year average, and assuming every suggestion submitted was from a different employee (which is not the case), less than 19% of employees have submitted a suggestion in the preceding three years.

Discussions with the PM, as well as my personal experience as a suggestion evaluator

indicates the 80/20 rule is in play; in other words, 80% (297) of the average number (372) of suggestions received are submitted by the same 20% (18 employees) of those who submit suggestions. This means only a meager average of 4-5% of DSCC employees (94 employees) actually contribute or participate in the suggestion program.

It would have been helpful to have additional data on common suggestion topics and prime areas of concern; volume of suggestions being evaluated by each directorate; common reasons for rejection; as well as internal demographic (e.g., job series/grade/years of service) info on the employees who submit suggestions. However, such data is currently not being collected. Without such data, it will be difficult to substantiate improvements in the process through statistical analysis. In addition, during the approach development phase of this project it was anticipated that a random survey to DSCC employees would be used to detect employee satisfaction with and complaints about their experience with the Suggestion Program. Once the low number of participants became known, it was decided that a random survey to DSCC employees would not yield meaningful information. Instead, informal conversations with a handful of peers in my organization and employees outside my work area who have submitted suggestions uncovered several reasons for low employee participation, including:

- a. There is a perception that suggestions are rarely implemented (which is not altogether untrue).
- b. Employees are not sure of how to submit a suggestion – unaware of the electronic web site for submission.
- c. “Surely this has been suggested before .... there must be a reason we do things this way ...”

- d. Limited time to devote to work outside their area of responsibility (workload).
  - e. Approximately 240 employees (including myself), or roughly 12% of the workforce, work in business process and systems support directorates. In these positions, suggesting and making improvements in the processes are a significant part of the job; therefore those individuals are unlikely to submit suggestions. Instead they are more likely to work toward a solution with counterparts in the related functional areas.
- (NOTE: with the realization of this factor, it may be more appropriate to use 1760 (in lieu of 2000) as the base number of employees for estimating employee participation. Using 1760 yields an estimated employee participation rate of 5.3%, in lieu of 4.7 %.)

Considering the above information, particularly bullets b and c, it's easy to conclude that the suggestion program at DSCC is broken. Over the past six years, DSCC has undergone extensive reengineering of processes and implementation of commercial material management software. Considering the relative immaturity of both, there should be an abundance of good ideas on ways to refine both. As a result of the efforts and suggestions herein, more of those ideas should materialize over the coming months.

The following text describes the existing process in more detail. In addition, process flow diagrams are presented to provide a visual perspective of the current process.

Notations on opportunities for improvement are included in the flowcharts.

The DSCC intranet is automatically displayed on employees' computer monitor upon logon, each day. Included in the home page are links to a multitude of pages targeted to specific employee and process area concerns. A link to the employee suggestion submittal webpage is one of links available. See Exhibit B.

When an employee wants to submit a suggestion for process improvement, they are required to submit via the webpage displayed in Exhibit B. Although there is a grid of field descriptions as shown on page 4 of the exhibit, there could be more advice to the employee in terms of assigning a title, how to format and effectively state their suggestion. In addition there are several fields not included on the web page that would assist in classifying the suggestion (for purposes of assigning an evaluator directorate), provide useful information for historical data collection; and could be used to publicly display the suggestions under consideration (or previously submitted). Recommendations to renovate the suggestion submission webpage are included in Exhibit E. Included in the recommendation is a drop down menu to allow the employee to categorize the area of concern. (The drop down list will be tied to organizations; discussed in more detail below.) Having the user categorize the area will minimize the number of misrouted suggestion evaluations, and allow for easier sorting and searching by process area, in centralized captured data.

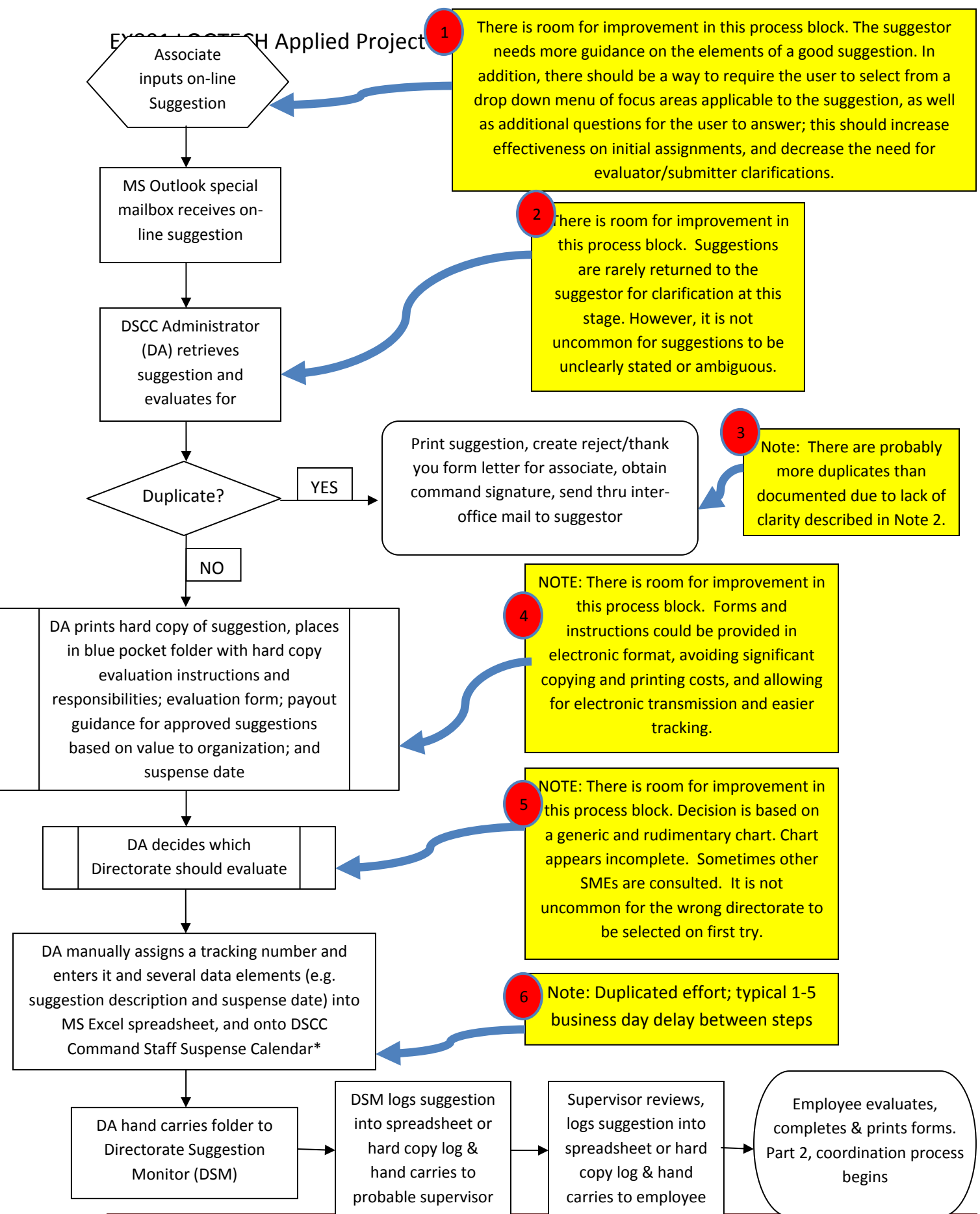
As mentioned in the executive summary, a Lean Six Sigma rapid improvement event (RIE) to resolve some issues brought to light by this project is scheduled in the near future. One such area is the collection, and publishing of data from the back-end of the suggestion submission website, such as the data mentioned above. This information will assist in management oversight and tracking, while minimizing the number of independent tracking systems required. However, the student is engaged with the local webmaster to develop the additional fields as well as organized output of the data, to facilitate centralized publication of the data for the workforce and management.

Once an employee completes the on-line suggestion form, they are presented with a new MS Outlook email, containing the data from the on-line form, and addressed to the suggestion program Email box. By hitting the send button, the suggestion is submitted.

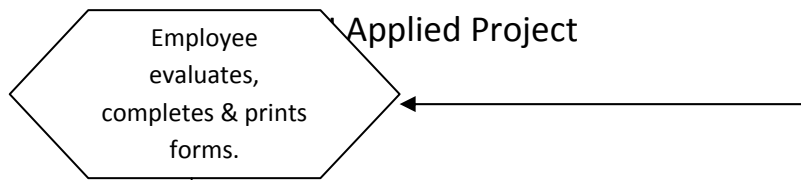


Within one business day (typically) the suggestor receives a confirmation email and a request to verify the suggestion has been captured adequately. The suggestion administrator then begins the arduous process of logging in the suggestion; adding it to the Command Suspense calendar; creating hard copy folders and determining which directorate should be assigned to do the evaluation. This process is depicted in the process diagram below. An improved list of directorates, tied to the categories in the proposed drop down has been created and is found in Exhibit G. This will be provided to the DSCC Suggestion Program administrator to minimize directorate assignment errors. The Lean Six Sigma RIE will primarily focus on simplifying the suspense and tracking process (to include a centralized share point of historical and current status information) described in this phase.

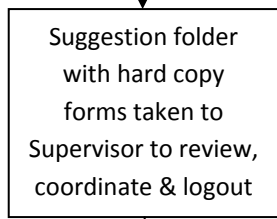
The suggestion evaluation and completion phase of the process is depicted in the second flow chart, below. It is self-explanatory, based on the process blocks and notes on the diagram. The automation on the front end (or first phase) will have similar impact on the efficiency of this phase.



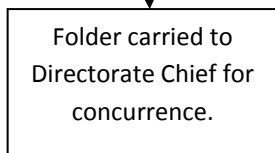
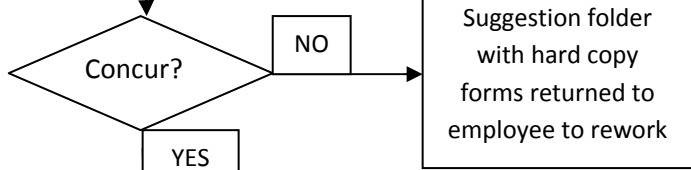
\*Notation to calendar unexpected; allows Commander's calendar to reflect a suspense to the assigned directorate. Value added?



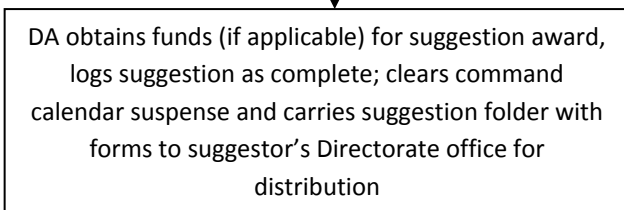
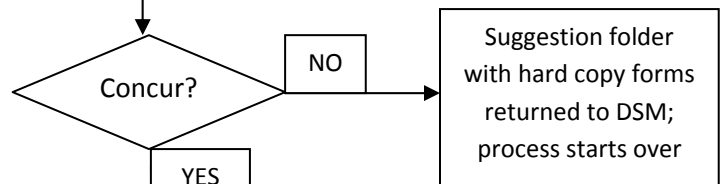
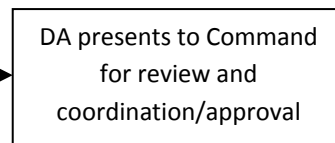
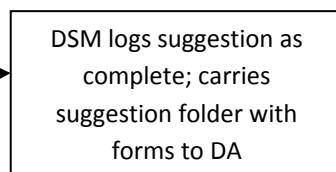
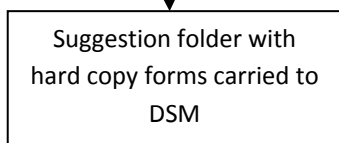
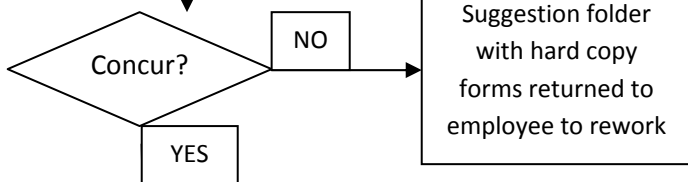
1 NOTE: If suspense date arrives and suggestion is not logged out for the DA, DSM or supervisor, a chain reaction manual or phone request for status and reciprocating request for extension of suspense date occurs. Each POC looks at their spreadsheet/log for details on disposition to determine who to contact for status



2 NOTE: On occasion, a suggestion cannot be properly evaluated or approved at the local DSCC level, and must be sent to the DLA suggestion monitor at DLA headquarters. This adds a similar level of logging and review, and significant time to the evaluation process.



3 NOTE: The DA and the DLA HQ Agency suggestion program manager collect, distribute, and maintain limited statistical data. E.G., the number of suggestions received; completed on time or within 30 days of suspense; completed 30 days after suspense; the number approved and disapproved suggestions; but no data on the categories or duplicates returned w/o action



4 NOTE: Room for significant improvement; publicizing details, successes and even rejected ideas can be basis for the birth of more good ideas

Process Complete

## **RECOMMENDATIONS AND PROJECTED BENEFITS**

As described previously, some improvements will be facilitated through the work of a Lean Six Sigma RIE. Specifically, the RIE will focus on the suggestion program administrator's log-in processes to create a streamlined and single monitoring and tracking tool, available for managers, evaluators and directorate suggestion monitors. Data included in the tracking device should be significantly more robust than anything currently utilized. Improving tracking methodology will contribute to employee visibility, facilitate historical data reviews (which may identify opportunities and gaps in terms of knowledge transfer, and specific process improvements), as well as eliminating redundant tracking efforts. The student will participate on the RIE team to ensure compatibility with the other recommendations, and will request the following elements be incorporated into RIE solutions:

- a. Create on-line tracking system (or centralized location for viewing spreadsheet/database or reports) to provide better visibility and avoid duplicative tracking efforts that occur throughout the life of the evaluation.
- b. Create editorial capability for the evaluator/directorate administrators to input updates to status, name of internal evaluator, and estimated completion dates (ECDs).
  - i. Include date of assignment to directorate and evaluator.
  - ii. Include extension date on suspenses (when applicable) as well as original suspense date.
  - iii. Include a short text description block (240 characters or less) for the evaluator to annotate reason for rejection if a suggestion is not adopted.

Include the short text description and user selected category as input on the suggestion submission form by the suggestor.

Recommendations and projected benefits, resulting from this student's research and findings are detailed below.

### **1. Enhance the DSCC Intranet web page used by employees for suggestion**

**submission** – This area of improvement is designed to improve the quality of employee suggestion submissions, through instruction and standardization of particular elements to be included in all suggestion submissions. As a result, the suggestion administrator will make better assignment and rejection decisions. Additionally, employees will be provided with “jump-start” tools to help them expand on their ideas and articulate specific improvement recommendations. The improved web page also provides employees with the visibility of summary information on suggestions in-process, previously approved, or rejected.

- a. Add meaningful “Frequently Asked Questions” (FAQs) (see Exhibit C).
- b. Add succinct descriptions of the elements of a good suggestion; include pitfalls to avoid along with required level of detail (see Exhibit C).

- iv. Add drop down menus and additional information blocks:

- i. Identify category – the process area or facility that is the target of the suggested improvement (e.g., Land & Maritime Procurement System, Policy or Process; Land & Maritime Supply Process, Policy or System; outdoor recreation area; indoor recreation area; parking lot/traffic control). Tie this list to 2.a.ii., below.
- ii. Yes-or-No drop down to indicate whether the suggestion is related to a supply chain management policy, process, or system.
- iii. If Yes to ii above, activate drop down to list means of current process/policy/system verification.

- iv. Add an editable block for the suggestor to provide short text description (240 characters or less) summary of the suggestion resolution (e.g., “Change the form used to document negotiations to include additional data elements, as shown on the enclosed attachment”).
- v. Add blocks for Employee demographic info (e.g., grade level; years of service; military, civilian, contractor)
- v. Add link to centralized tracking and historical data
- vi. Add link to supply chain process area help desks, system on-line-help, and handy list for questions about facilities.

## **2. Improve suggestion administrator’s initial evaluator assignment process, and**

**minimize requests for extensions on suspense dates** – These improvements are intended to decrease overall administrative effort and lead-time throughout the evaluation process. This is accomplished through better initial assessments (supplemented by improvements in number 1., above), less time moving suggestions from one organization to another, and requiring fewer calls for extensions and transferring responsibilities.

- a. Improve the administrator’s effectiveness through creation of a job aid.
  - i. Describe the various directorates and their areas of responsibility.
  - ii. Tie directorates to the drop down categories in the web page.
- b. Create a category for suggestions that require coordination with more than one organization.
  - i. Increase suspense lead times for suggestions that involve more than one directorate/organization.
  - ii. Increase suspense lead times for suggestions that cross process areas (e.g., if both planning and procurement will be affected, the suggestion, although assigned to a

single directorate, will require review and evaluation by both acquisition and planning personnel).

**3. Maximize the use of electronic document processing and routing** – Changes in this area will decrease expense for paper and folder supplies, and copier usage. There will also be a reduction in the number of lost suggestion packages, and improved traceability. The following may overlap with, and need to be incorporated into the Lean Six Sigma RIE.

- a. Identify central share drive location of forms and suggestion tracking information.
- b. Create electronic case folders for each suggestion on-line that includes the details of the suggestion, evaluation determination and award forms.
- c. Program the on-line tracking tool to issue automated emails to the directorate administrator advising of the suggestion assignment and case number, to the suggestor acknowledging the suggestion and advising of the assignment date and best estimate completion date (add 30 days to the suspense date. As the case is assigned further down the line, trigger emails as appropriate to the suggestion monitor. Trigger new email to the suggestor when extensions are requested.
  - i. Email to assigned office should contain the share drive location of the soft copy of the suggestion, forms and the suspense/due date.
  - ii. Reminder Emails should be automatically generated to the assigned individuals 5-7 calendar days prior to the suspense/due date.

**4. Increase employee submission of meaningful and value-added suggestions** – This element of the project recommendation is designed to facilitate improvements in agency processes, which is the bottom-line intent of any suggestion program. Unless there is top-down support and encouragement to the workforce to elevate good ideas, DSCC will continue to miss opportunities to tap into a valuable resource they are already paying for – the creativity of the highly educated and talented human capital. In addition, it's important

to nurture good ideas, and avoid discouraging new employee suggestions, which can occur if a new employee repeatedly receives rejection of their suggestions because they misunderstood existing processes.

- a. Conduct center-wide “Focus: Suggestion!” campaign – train and inform in various venues:
  - i. Functional and supervisor forums;
  - ii. Functional and supervisor council meetings;
  - iii. Message of the day (MOTD; an existing webpage that pops up upon daily log-on to the DSCC intranet/systems);
  - iv. Screen saver ads on the integrated network;
  - v. Include as part of the required training for interns/new hires (should be timed to occur only after the intern has attended all basic classes and has at least 6 months of on-the-job experience).
- b. Establish business rules around the level of oversight that is required for new hires (e.g., associates new to the business processes should seek counsel from mentors, advisors or instructors, and have approval from supervisor prior to submitting a suggestion).
- c. Maintain and publicize statistical and detailed information (merging tracking and suggestion submission information), for example:
  - i. The number of suggestions submitted and approved for the various process areas as identified in 1C, above.
  - ii. Cumulative dollar value of the awards for and anticipated savings from approved suggestions (to highlight employee and organization benefit).
  - iii. The number of suggestions evaluated/approved by each directorate.
  - iv. Capability to retrieve a list containing the short text descriptions in 1D above, sorted by process area, and including the current status.
  - v. Identifying Information of the suggestor (e.g., name/organization) should be suppressed, unless they state they are not opposed.



**MEASURING SUCCESS**

To measure the impact and success after the implementation of major recommendations, a two-pronged approach will be adopted. The first effort will focus on discussions with personnel who submit suggestions, as well as site and directorate administrators, 90 days after changes to the suggestion submission web page are implemented. The administrator and monitors will be asked to describe changes in the substance, clarity and overall quality of suggestions received since implementation. Additionally, they will be asked to keep track of the number of clarifications they seek, prior to assigning the suggestion to a directorate for review.

Suggestors will be asked several questions about the ease of the suggestion submission process, and to compare with their experiences prior to changes. Additional questions about whether or not the "Focus Suggestion" campaign influenced their decision to submit a suggestion. Feedback from all parties will be documented and reviewed; if opportunities to improve are identified as a result, action will be taken and communicated back to the workforce.

The second path of measuring success will be more quantitative in nature and will focus on statistics from the back end of the suggestion submission web page. A 100% increase in suggestion submissions, and a 25% increase in suggestion approvals, compared with the FY10 quarterly average, after the first 90 days would be significant. Sustaining, or further improving the increased rates for the remainder of FY11, to show improvement over FY09's peak would be more meaningful, and indicative of a successful process improvement project.

### **CONSTRAINTS AND EXTERNAL FACTORS**

Due to competing priorities, programming resources have been unable to assist with recommendations for the intranet website. However, there is good reason to believe they can assist in the near future. This support will be leveraged to assist in the improvement of the suggestion submission website.

In addition, discussions with the local suggestion PM resulted in mutual agreement to embrace a joint collaborative effort to make major improvements in the overall effectiveness of the program. An associate in the PM's office, recently completed Lean Six Sigma (L6S) Green Belt training, and decided the automated tracking portion of this project is ideal for a (L6S) Green Belt Rapid Improvement Event (RIE). Our commander has direct visibility of all L6S projects and is typically very supportive of authorizing the allocation of resources to make recommended changes to local systems and processes, resulting from L6S team efforts.

Recommendations provided in the preceding sections have been discussed with the PM and the Green Belt and written details have been forwarded to the Green Belt. I have agreed to be a participating member of the RIE team. This team will focus on the automation and centralization of the tracking system, to include automatic feed of suggestion submission information into a repository that can be used to obtain evaluation status, and historical reports.

Feedback and assistance from other organizations will be necessary to fully implement improved processes related to the employee suggestion program. However, aside from resource limitations, the solid working relationship between organizations, and anticipated support from DSCC command, there should be nothing insurmountable.

**PROPOSED SOLUTION**

The intent is to implement as many of the recommended solutions as is possible. Specific actions taken by the student include:

- A. Creation of screen savers is a simple matter utilizing MS PowerPoint. A recommended example (see Exhibit D) has been provided to the PM for submission to the DSCC webmaster (DSCC routinely changes screen savers to focus on special areas or highlight a new process). Based on feedback from the PM, additional slides can be created, to allow for changing screen shots as desktop screen savers. In addition, for purposes of conducting employee and management awareness training, a draft briefing agenda is enclosed in Exhibit D.
- B. A prototype of the proposed intranet screen changes, to include new data fields and the data elements that should be included in the drop down menus, is found in Exhibit E, and the attachment to Exhibit E. The recommendations stated in the previous section have been incorporated to the maximum extent possible. Additional coordination with the Suggestion PM will occur to polish rough edges and incorporate any changes desired by the PM. Preliminary contact with the DSCC web master responsible for the suggestion intranet webpage will pave the way for development changes once a final design has been coordinated with and approved by the PM.
- C. Exhibit F depicts a draft of the anticipated improved process flow. Exact methodology and potential variations will be finalized by the L6S Green Belt RIE team. Essentially, as many of the non-value-added activities, shown in the as-is process flow, are being deleted.

- D. To facilitate best possible evaluator assignments, a simple job aid has been developed (Exhibit G). The job aid ties together the fields in the category drop down menu (from the submission web page) to DSCC directorates. Additionally, points of contact, other than the clerical suggestion monitors from the directorates are provided. The points of contact should be used in the event the directorate or the precedence of cross-directorate assignment is not readily discernable.
- E. Ninety days post-implementation the following data should be extracted and reviewed, and discussions held:
- a. Number of suggestions submitted; number of suggestions approved; lead time of suggestion completion (for baseline – historical data on this element is not available); dollars awarded; documented projected savings as a result of suggestion approvals.
  - b. Discussions with suggestors to ascertain: Did the “Focus: Suggestion” campaign affect their decision to submit a suggestion? Was the submission process easy? Are there things that would make the process more user-friendly? If they submitted suggestions in the past, how did the experience with the changed process compare? Did they receive the right amount of status updates? Will they suggest again? Why or why not? (the last two questions may not be related to the implemented changes, but may lead to additional changes).
  - c. Discussions with site administrator and directorate monitors to determine: Has the quality, clarity and overall substance of suggestions improved? Is it easier to determine the correct directorate assignments? Has there been a decrease in frequency of requests for suspense date extensions? Note: If the improved L6S

tracking system has been released, some data may be available regarding reassignments and extension requests.

The implementation timeline is depicted below.

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**ESTIMATED IMPLEMENTATION TIMELINE**

	<b>Estimated Completion Date</b>
1. Peer and Advisor Review of this Draft Report - - - - -	<b>25 Nov 10</b>
2. Improvements to DSCC Suggestion Intranet Screen - - - - -	TBD
• Sherrie Culbertson, PM and BAE/J6C *	
3. Improve initial evaluator assignment process - - - - -	<b>19 Dec 10</b>
• Job Aid Creation – Sherrie Culbertson	
4. Create on-line tracking system - - - - -	TBD
• Suggestion PM Office/L6S Green Belt/BAE/J6C	
5. Maximize the use of electronic document processing and routing - - - - -	TBD
• Sherrie Culbertson & Suggestion PM - share point documents	
6. Increase & enhance employee participation/contributions - - - - -	30 Mar 11
• Create training outline Sherrie Culbertson & Suggestion PM - - -	20 Feb 11
• Schedule presentations (Suggestion PM) - - - - -	TBD
• Functional and supervisor forums	
• Functional and supervisor council meetings	
• KT&T incorporate into new-hire training	
• Screen saver ads on the integrated network - - - - -	TBD
• Sherrie Culbertson & Suggestion PM	
• Message of the day (MOTD) - - - - -	TBD
• Suggestion PM	
7. Measure – Conduct post-implementation discussions and data review -	FY 2012
• Maintain and publicize statistical and detailed info - - - - -	FY 2012
• Suggestion PM with support from Student/BAE/J6C	
• Adjust as warranted.	

\*BAE is the DSCC Operations Research office; they provide reporting and non-complex programming support; J6C is the DSCC organization responsible for complex and integrated software and systems programming.

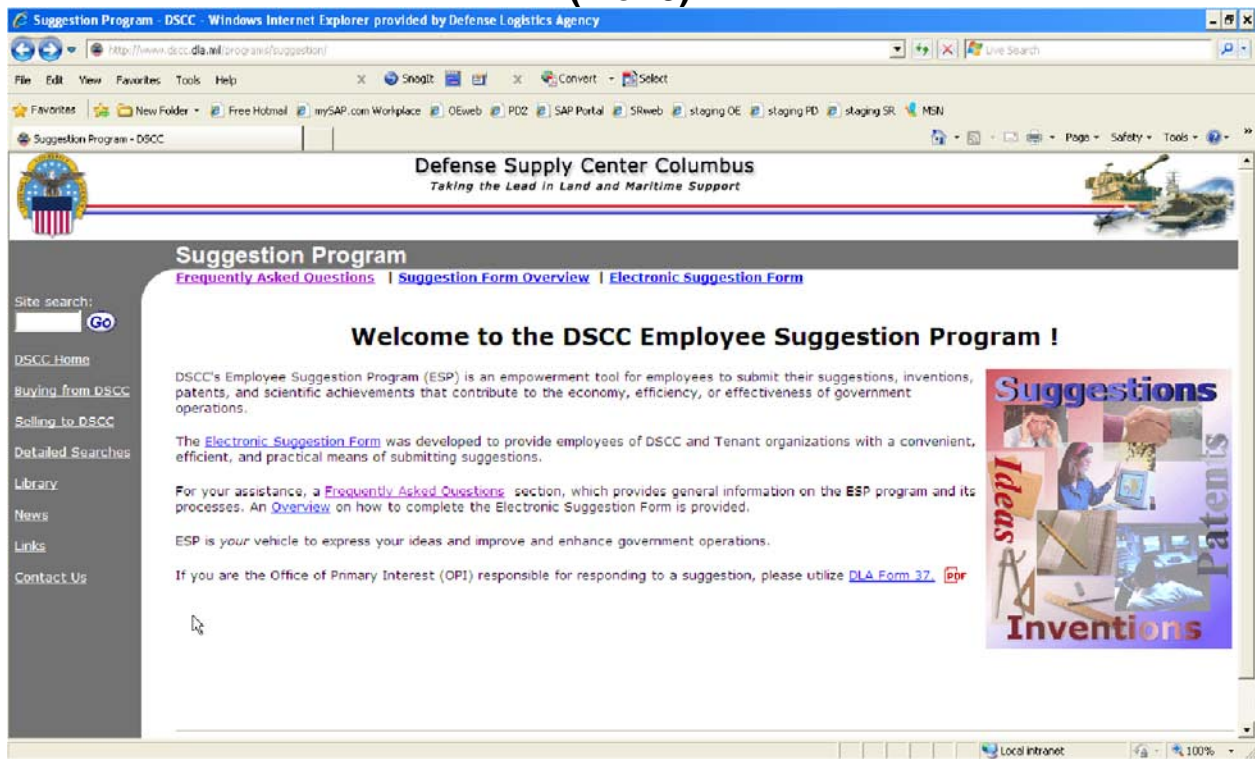
**EXHIBIT A – Suggestion Submission and Approval Data**

	<b>SUBMITTED 08</b>	<b>SUBMITTED 09</b>	<b>SUBMITTED 10</b>	<b>TOTAL</b>
<b>TOTAL</b>	315	681	122	1118
<b>APPROVAL RATE</b>	24.13%	18.36%	19.67%*	20.13%
<b>APPROVED</b>	76	125	<b>24*</b>	225
<b>TOTAL \$ AWARDED</b>	\$8,593	\$20,065	Not Available**	\$28,658
<b>MEAN AVG AWARD</b>	\$113.07	\$160.52	Not Available**	\$142.58

\*Because the data was unavailable, the average for 2008 and 2009 was used.

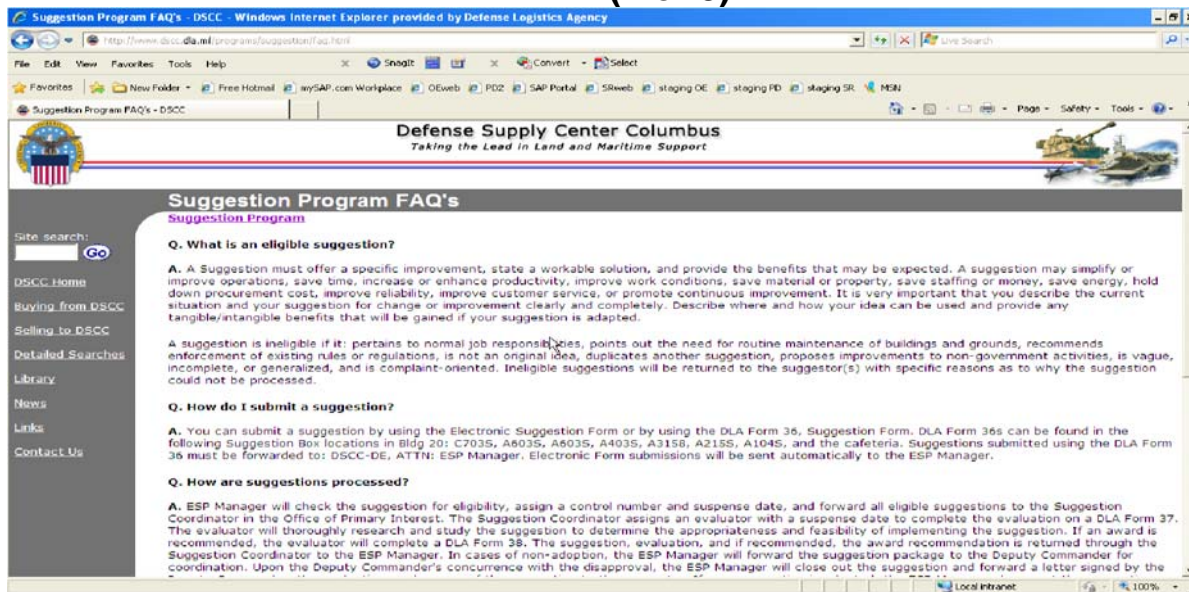
\*\*Some 2010 data was unavailable.

## EXHIBIT B – DSCC INTRANET SUGGESTION SUBMISSION WEB PAGE (1 of 8)



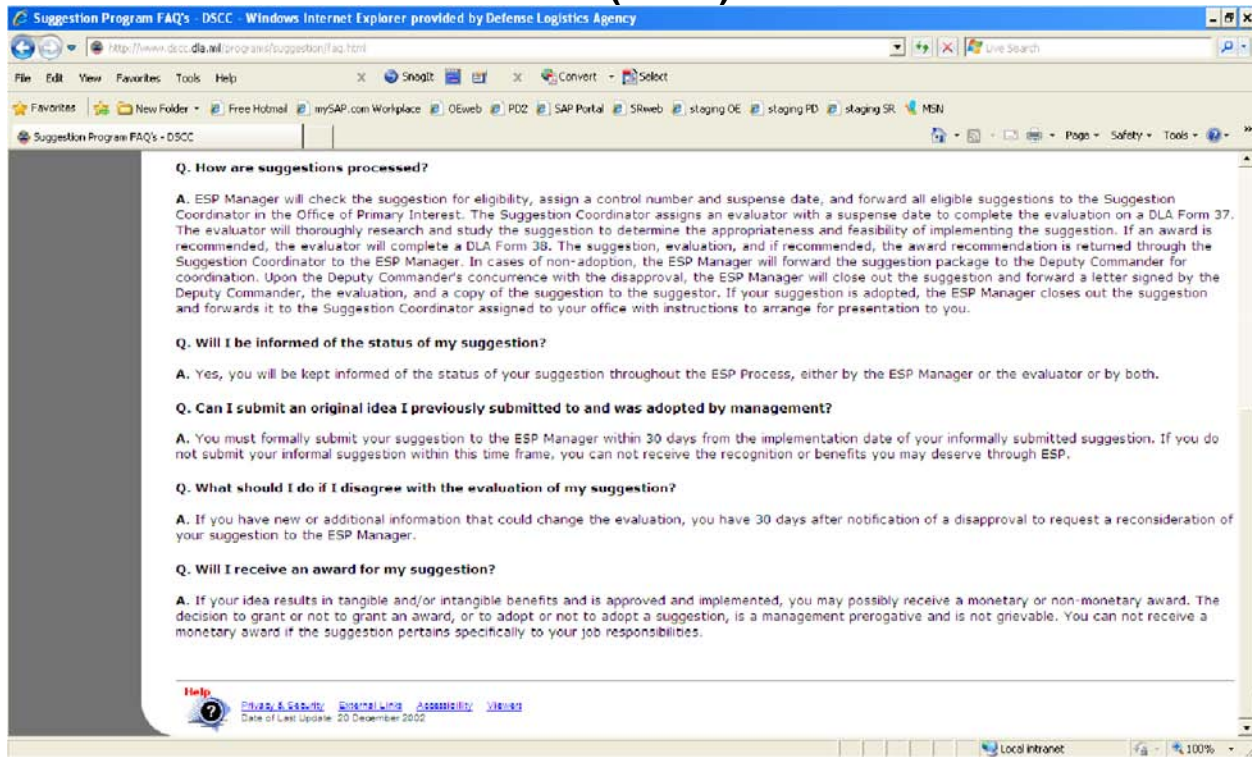


## EXHIBIT B – DSCC INTRANET SUGGESTION SUBMISSION WEB PAGE (2 of 8)



## EXHIBIT B – DSCC INTRANET SUGGESTION SUBMISSION WEB PAGE

(3 of 8)



## EXHIBIT B – DSCC INTRANET SUGGESTION SUBMISSION WEB PAGE (4 of 8)



Suggestion Form - Overview DSCC - Windows Internet Explorer provided by Defense Logistics Agency

http://www.dscclia.mil/programs/suggestion/overview.html

File Edit View Favorites Tools Help X Snooze Convert Select

Favorites New Folder Free Hotmail mySAP.com Workplace OEweb POC SAP Portal SRweb staging OE staging PD staging SR MEN

Suggestion Form - Overview - DSCC Page Safety Tools


 **Defense Supply Center Columbus**  
Taking the Lead in Land and Maritime Support 

### Electronic Suggestion Form Overview

[Suggestion Program](#)

The purpose of the electronic Suggestion form is to provide DSCC employees with a convenient, efficient, and practical means of submitting suggestions.

<b>Name:</b>	Type Your Name
<b>Phone Extension:</b>	Type Your Phone Extension
<b>Additional Name(s):</b>	Type the Name(s) of any additional originators
<b>Name of Activity/Organizational Element</b>	Type your office symbol
<b>Position Title and Grade/Military Rank:</b>	Type your position title, job series, grade or military rank
<b>Subject Of Suggestion:</b>	Type a brief subject for the suggestion
<b>Disclaimer:</b>	<b>Please read</b>
<b>Suggester's Signature:</b>	Type your initials here. Upon receipt of your suggestion, the ESP Manager will send a hard copy Disclaimer Statement for all suggesters to sign.
<b>My Name May Be Used In Processing This Suggestion:</b>	Please check yes or no if you do or do not wish your name to be known
<b>Name and Office Address Where You Wish An Acknowledgment:</b>	Type each suggester's name, office symbol or address to where to send information about the suggestion. i.e. Jane A. Doe, DSCC-DE Dave Brown, 1234 E. Broad, Columbus Oh 43232
<b>Description:</b>	Describe the Current Situation and your suggestion for change or improvement. Include where and how it can be used, and identify estimated tangible/intangible benefits which would result from adoption.  <b>The Suggestion Program has recently been enhanced. Attachments may now be included with the suggestion.</b>

**Help**  [Privacy & Security](#) [External Links](#) [Accessibility](#) [Version](#)  
Date of Last Update: 14 March 2007

Done Local intranet 100%

## EXHIBIT B – DSCC INTRANET SUGGESTION SUBMISSION WEB PAGE (5 of 8)



DSCC Suggestion Program - Windows Internet Explorer provided by Defense Logistics Agency

http://www.dscclia.mil/programs/suggestion/defom.asp

File Edit View Favorites Tools Help X SnooIt X Convert X Select

Favorites New Folder Free Hotmail mySAP.com Workplace OEWeb PDC SAP Portal SRweb staging OE staging PD staging SR MEN

DSCC Suggestion Program Page Safety Tools

 **Defense Supply Center Columbus**  
Taking the Lead in Land and Maritime Support 

### DSCC Suggestion Program

[Suggestion Program](#)

Site search:  [Go](#)

[DSCC Home](#)

[Buying from DSCC](#)

[Selling to DSCC](#)

[Detailed Searches](#)

[Library](#)

[News](#)

[Links](#)

[Contact Us](#)

**NAME:** (Last, First, Middle Initial)  **Phone Ext.**

**Additional Name(s):** (Last, First, Middle Initial)

**Name of Activity and Organizational element**  
(Not required if included in Office Address block below)

**Position Title and Grade/Military Rank**

**Subject of Suggestion**

**Suggestion Number:** (Assigned Internally)

**Disclaimer:**

**Suggester's Signature:** (TYPED)  **Date:**

**Email Address:** *Format Required: FirstName.LastName@dla.mil*

Done Local Intranet 100%

## EXHIBIT B – DSCC INTRANET SUGGESTION SUBMISSION WEB PAGE (6 of 8)

DSCC Suggestion Program - Windows Internet Explorer provided by Defense Logistics Agency

http://www.dscclia.mil/programs/suggestion/defom.asp

File Edit View Favorites Tools Help X SnooIt X Convert X Select

Favorites New Folder Free Hotmail mySAP.com Workplace OEweb PDC SAP Portal SRweb staging OE staging PD staging SR MEN

DSCC Suggestion Program Page Safety Tools

an agreement that the use of my suggestion by the U.S. Government or D.C. municipal government shall not form the basis of a further claim of any nature upon the U.S. Government or D.C. municipal government by me, my heirs, or assigns.

Disclaimer

Suggester's Signature: (TYPED) \_\_\_\_\_ Date: \_\_\_\_\_

Email Address: **Format Required: FirstName.LastName@dla.mil** \_\_\_\_\_

My Name May Be Used In Processing This Suggestion ("Select" Yes or No)

-- Select One --

Thank You For Your Suggestion It will be assigned a Suggestion Number and will be given careful consideration. You will be kept advised as to the action taken

Signature of Executive Secretary or Coordinator (For Internal Use) Internal Date: (For Internal Use)

Name and Office Address Where You Wish An Acknowledgement Sent:

Subject of Suggestion: (Internal Use) Suggestion Number: (Internal Use)

Description:  
Please type the description in the email that will be displayed **after** you press the "Continue" button below.  
Describe the Current Situation and your Suggestion for change or improvement.  
Include where and how it can be used, and identify estimated tangible benefits which would result from adoption.

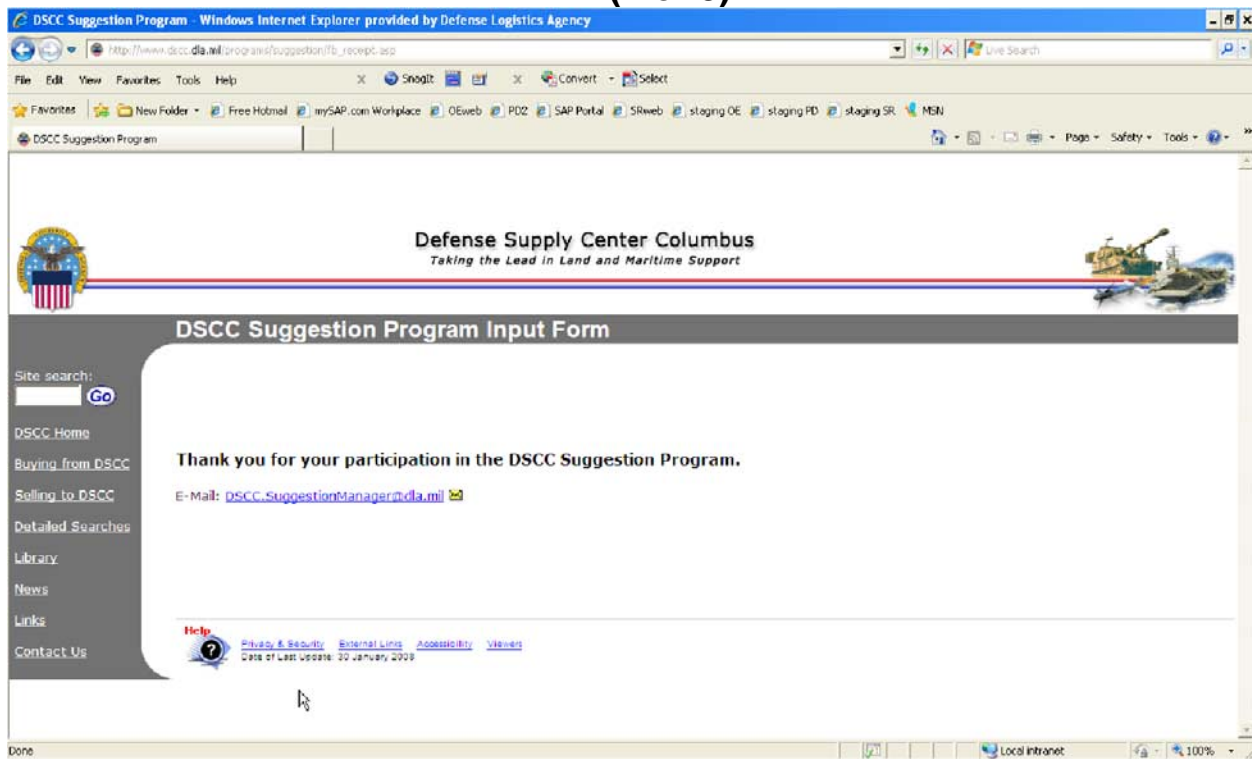
Continue Reset

Help  
Privacy & Security External Links Accessibility Veterans  
Date of Last Update: 2 March 2007

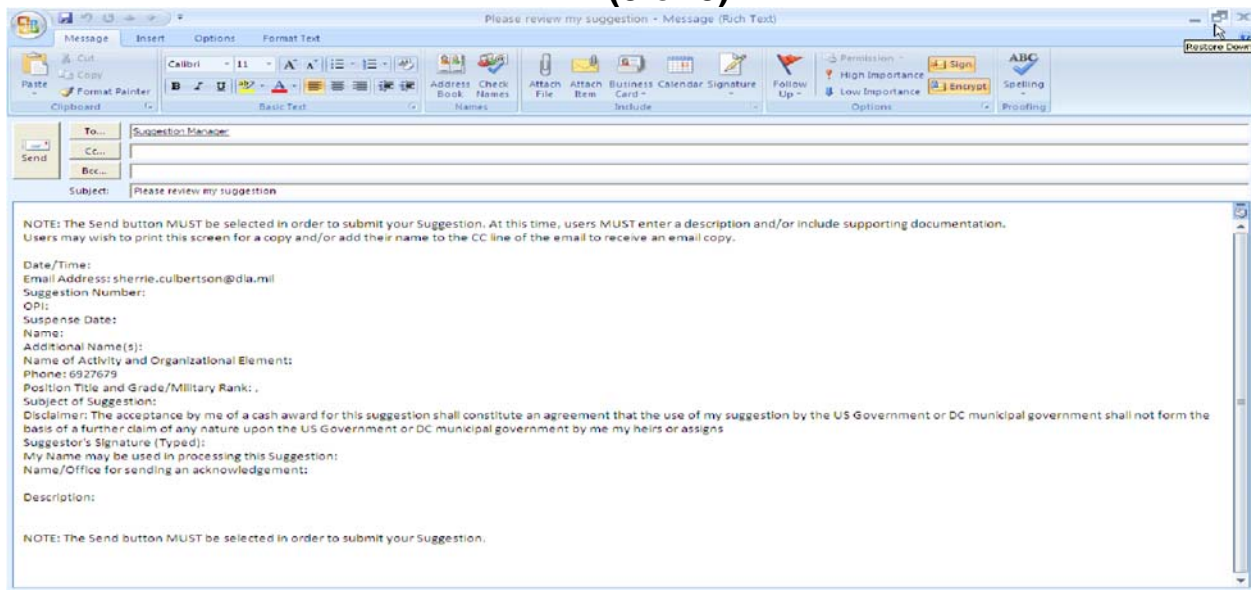
Done Local Intranet 100%



## EXHIBIT B – DSCC INTRANET SUGGESTION SUBMISSION WEB PAGE (7 of 8)



## EXHIBIT B – DSCC INTRANET SUGGESTION SUBMISSION WEB PAGE (8 of 8)



Once the user completes the web form and hits the continue button shown on a previous page, their Outlook Email will open and the above pre-populated email will pop up. To complete the submission, the user must hit the "send" button in Outlook. This creates a record for the user in the Outlook "sent" file.

**END OF AS-IS DSCC SUGGESTION SUBMISSION WEBPAGE**

## EXHIBIT C – RECOMMENDED INSTRUCTIONS AND FAQs

### 1. INSTRUCTIONS – PLEASE READ BEFORE CREATING YOU SUGGESTION

- a. Suggestions submitted in this website should ideally have broad application, and should not be limited to processes that are specific to your internal organizational rules. Suggestions for policy or processes specific to your organization should be routed through your chain of command.
- b. Please make your suggestion as clear and concise as possible. Suggestion narratives that ramble or are wrought with grammatical and/or typographical errors are difficult to understand and difficult to evaluate.
- c. Issues should be submitted individually. If multiple issues are addressed within one suggestion submission, the suggestion may be rejected. Exceptions may be made if the suggestor is recommending a change that would address multiple issues with one solution.
- d. If there are tangible benefits, such as cost savings or cost avoidance that would occur with the adoption of the suggestion, please provide as much documentation regarding the savings as possible. This will facilitate a quicker evaluation.
- e. Please ensure your suggestion contains specific solution to the process, facility or system that you seek to improve. Suggestions submitted without a solution will be rejected.

### 2. Frequently Asked Questions (FAQs):

- a. Does a suggestion have to result in tangible savings in order to warrant a cash award?  
RESPONSE: No, if broad and significant benefit will result with the adoption of a submitted suggestion, a cash award may be appropriate.
- b. How long will it take for my suggestion to be evaluated? RESPONSE: It depends. Suggestion program managers and evaluators seek to review and evaluate suggestions within 30 days. However, the level of detail, the difficulty to implement and the amount of clarification and research required to adequately consider the idea could extend the evaluation period. Additionally, if cross processes (e.g., tech/quality and acquisition) or system logic changes are being suggested, the evaluation can take significantly longer.
- c. What should I do if I have identified an issue that needs to be resolved, but I do not have a solution? First line of support is your mentor, supervisor and peers. If these resources cannot help, please contact your policy and/or systems business process analysts (BPAs). If this is a facilities or security issue, please contact the building manager or security police.



**EXHIBIT D – SAMPLE SCREEN SAVERS & AWARENESS BRIEF**

GOT A  
GOOD  
IDEA?



GO TO [HTTP://WWW.DSCC.DLA.MIL/PROGRAMS/SUGGESTION/](http://WWW.DSCC.DLA.MIL/PROGRAMS/SUGGESTION/)



FLOAT A SOLUTION OUR WAY ... VISIT  
[HTTP://WWW.DSCC.DLA.MIL/PROGRAMS/SUGGESTION/](http://WWW.DSCC.DLA.MIL/PROGRAMS/SUGGESTION/)



## DLA Land and Maritime Suggestion Program



1

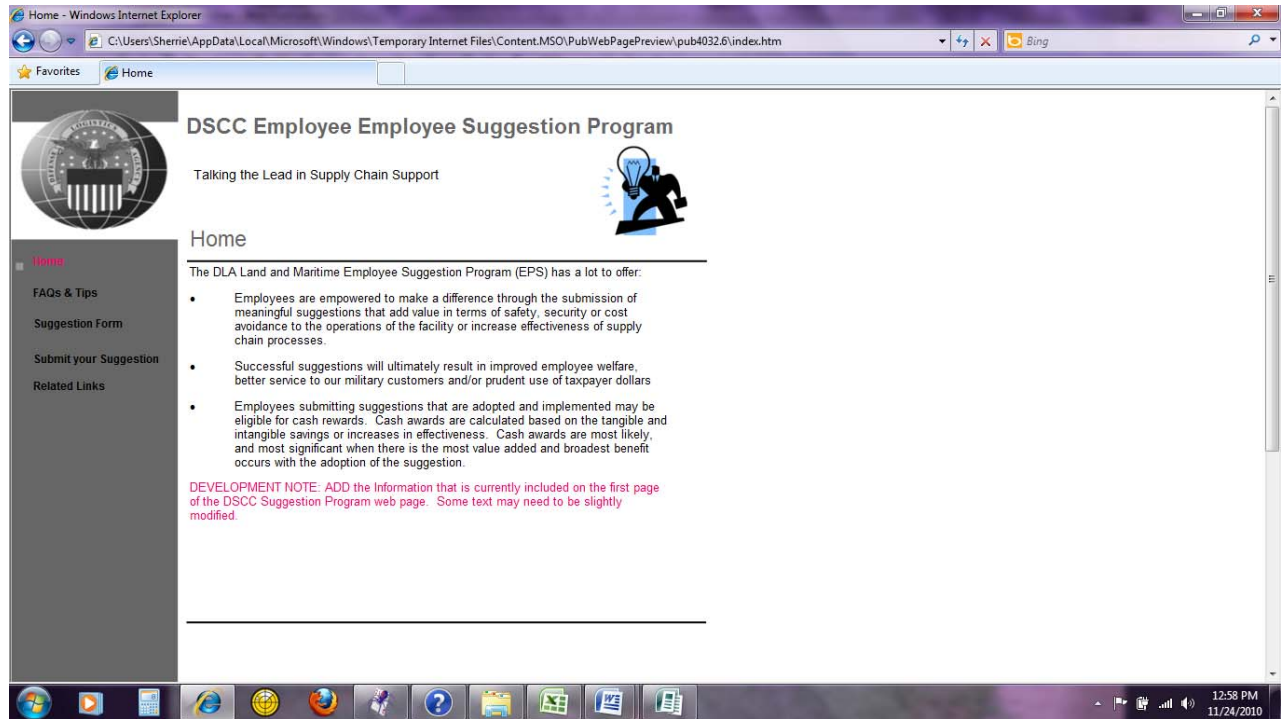


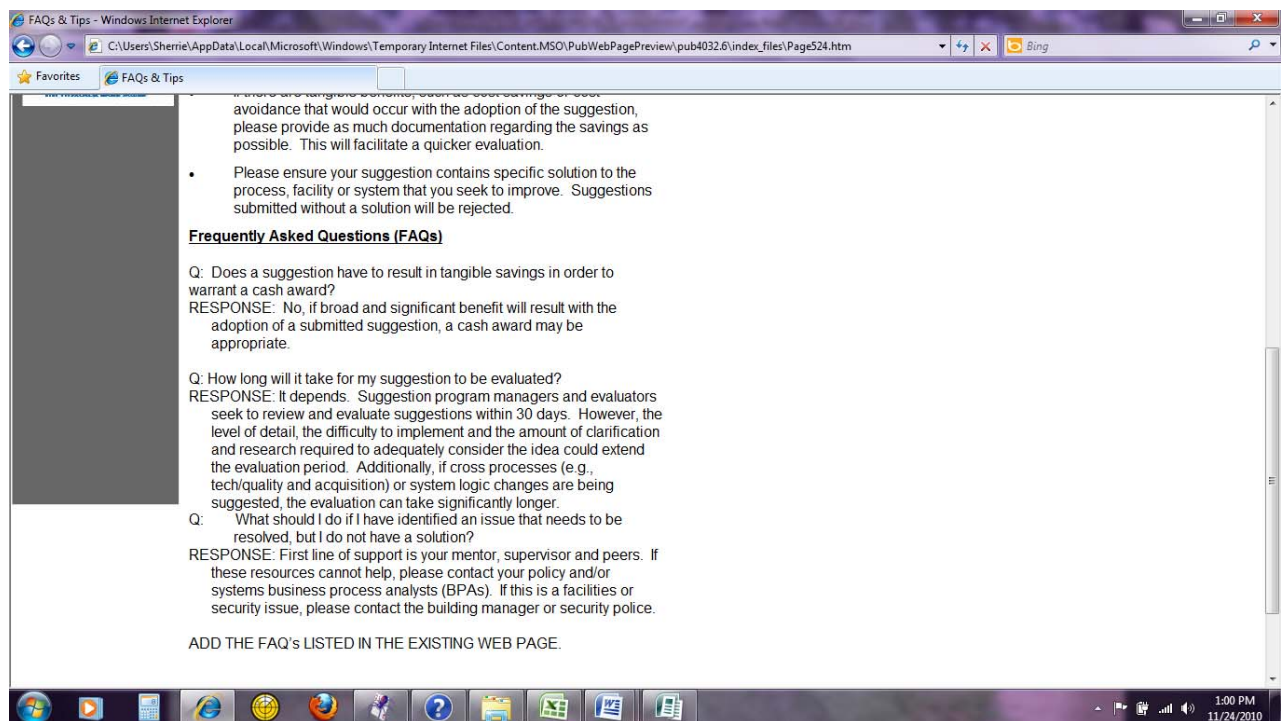
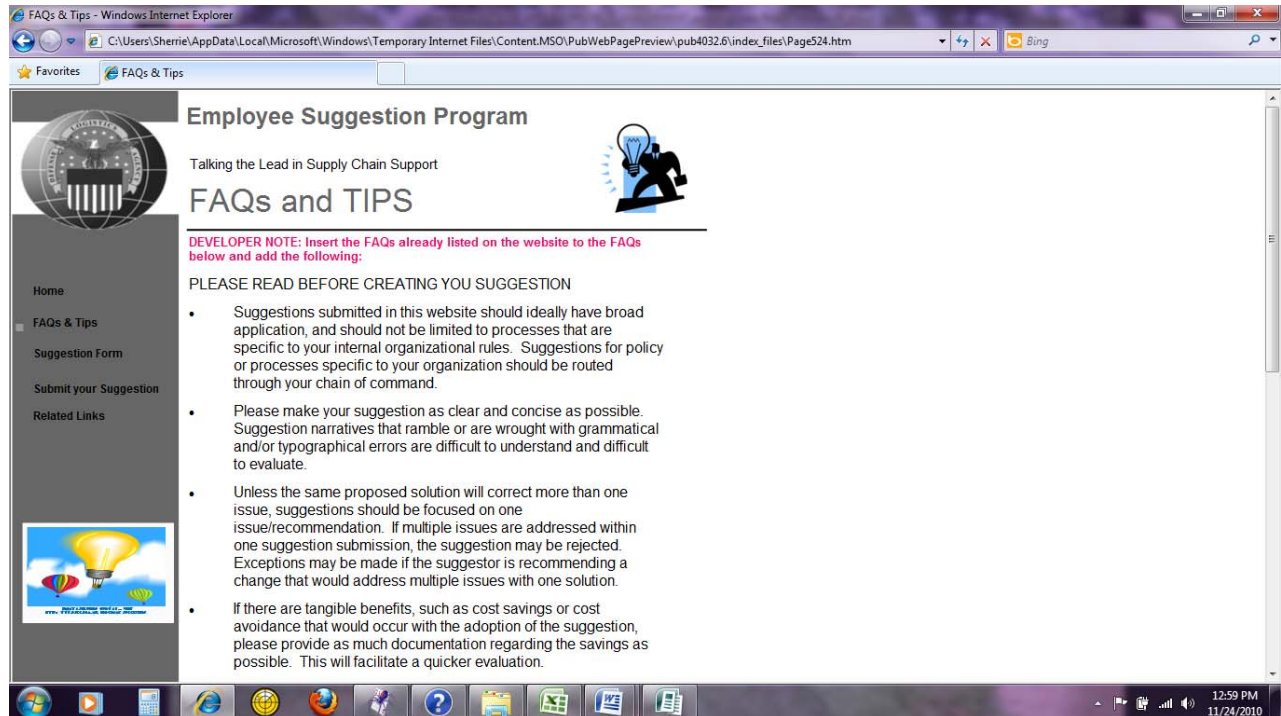
## Agenda



- **Background**
  - Suggestion Program Statistics
  - Funding
  - What makes a good suggestion?
- **New Suggestion Submission Webpage**
  - New fields to populate
  - Tips and FAQs
- **New Tracking Process**
- **Questions???**

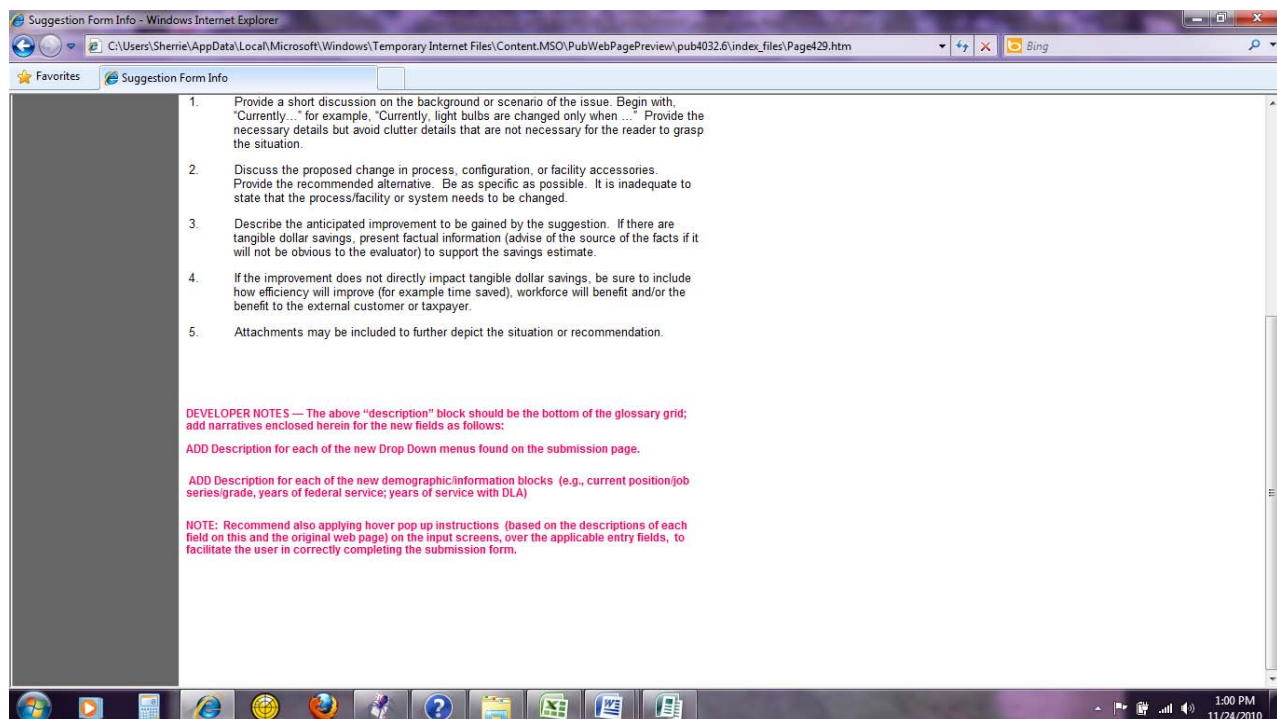
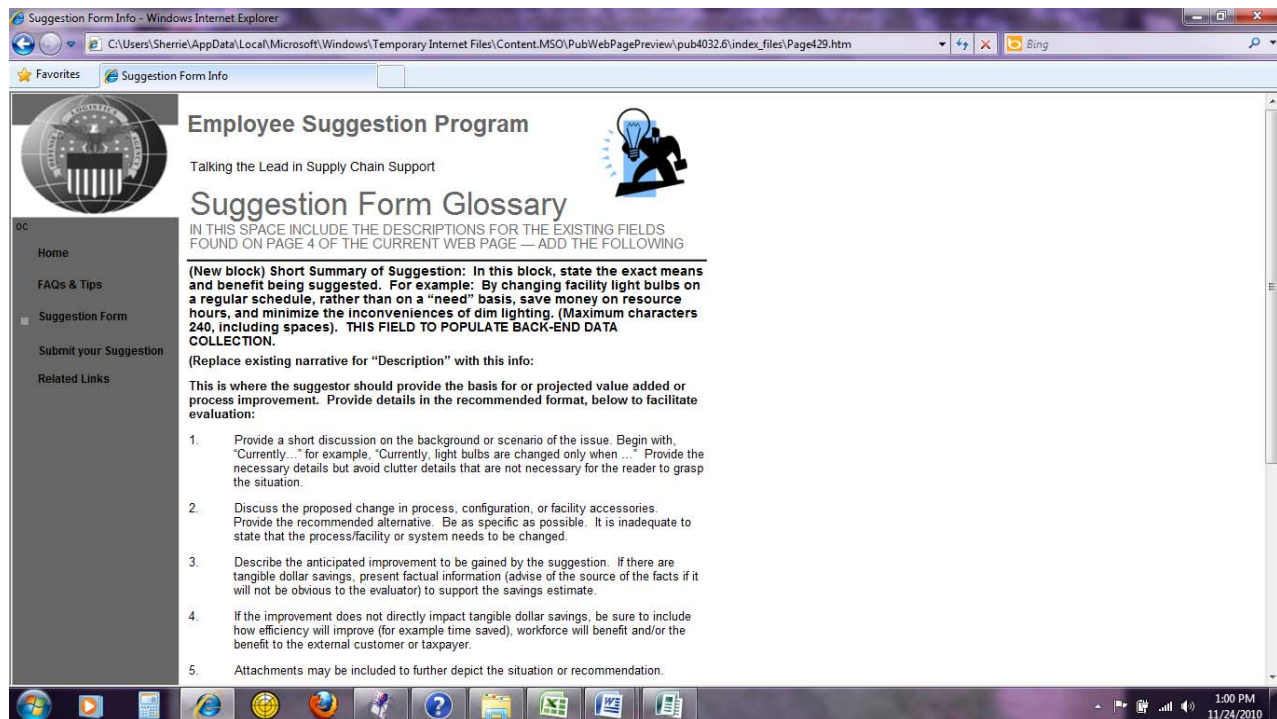
2

**EXHIBIT E – RECOMMENDED CHANGES TO SUGGESTION WEB PAGE****PAGE 1 OF 4**

**EXHIBIT E – RECOMMENDED CHANGES TO SUGGESTION WEB PAGE****PAGE 2 OF 4**

## EXHIBIT E – RECOMMENDED CHANGES TO SUGGESTION WEB PAGE

## PAGE 3 OF 4





## EXHIBIT E – RECOMMENDED CHANGES TO SUGGESTION WEB PAGE

**PAGE 4 OF 4**

Submit your Suggestion - Windows Internet Explorer


C:\Users\Sherrie\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.MSO\PubWebPagePreview\pub4032.6\index\_files\Page478.htm

Submit your Suggestion

## DSCC Employee Employee Suggestion Program

Talking the Lead in Supply Chain Support

### Submit your Suggestion

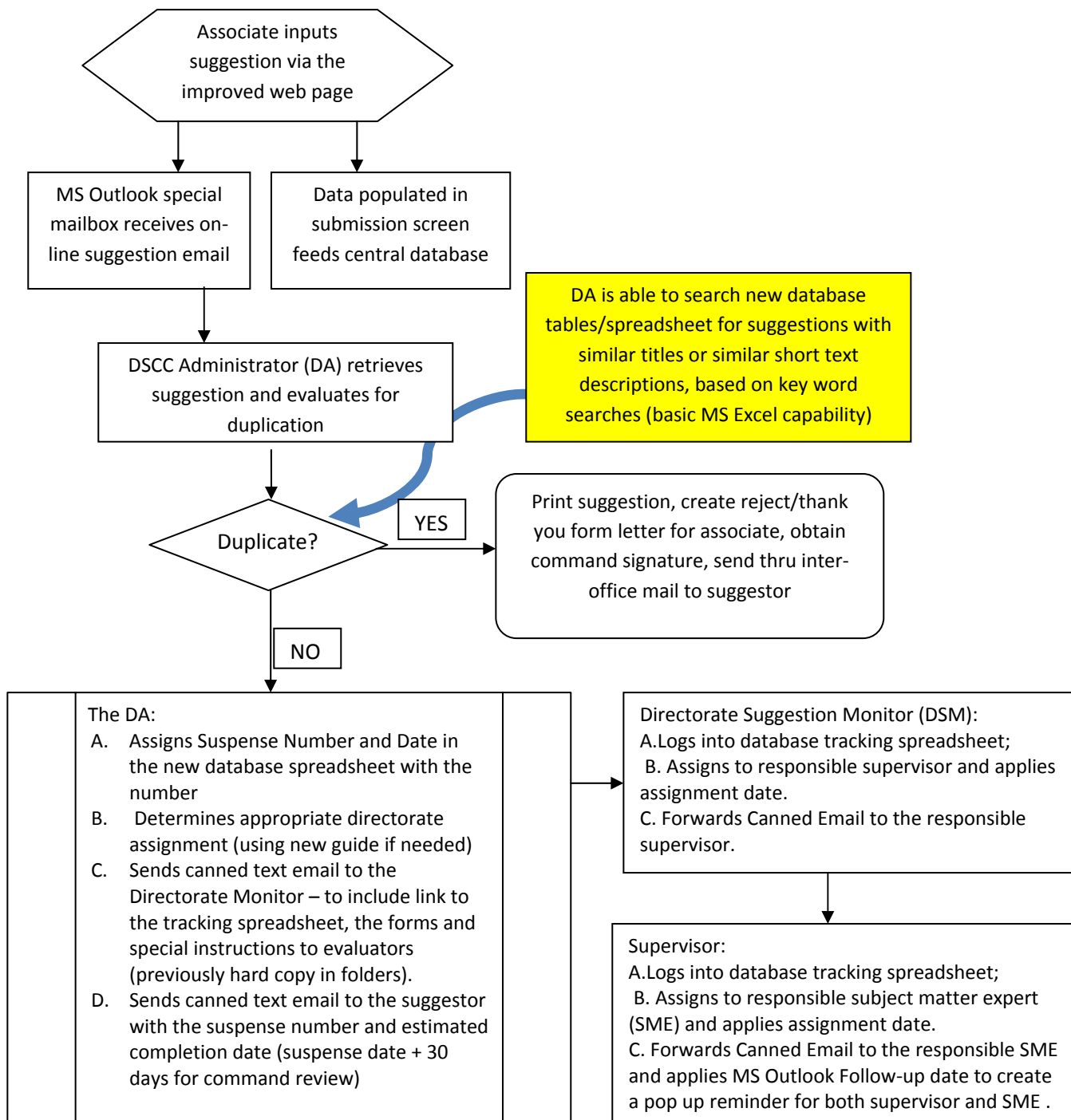


Add to this page the the fill in blocks currently on the existing web site (page 7 of appendix B). Insert the following additional fields—see attachment to this exhibit for drop down menus menusthe following

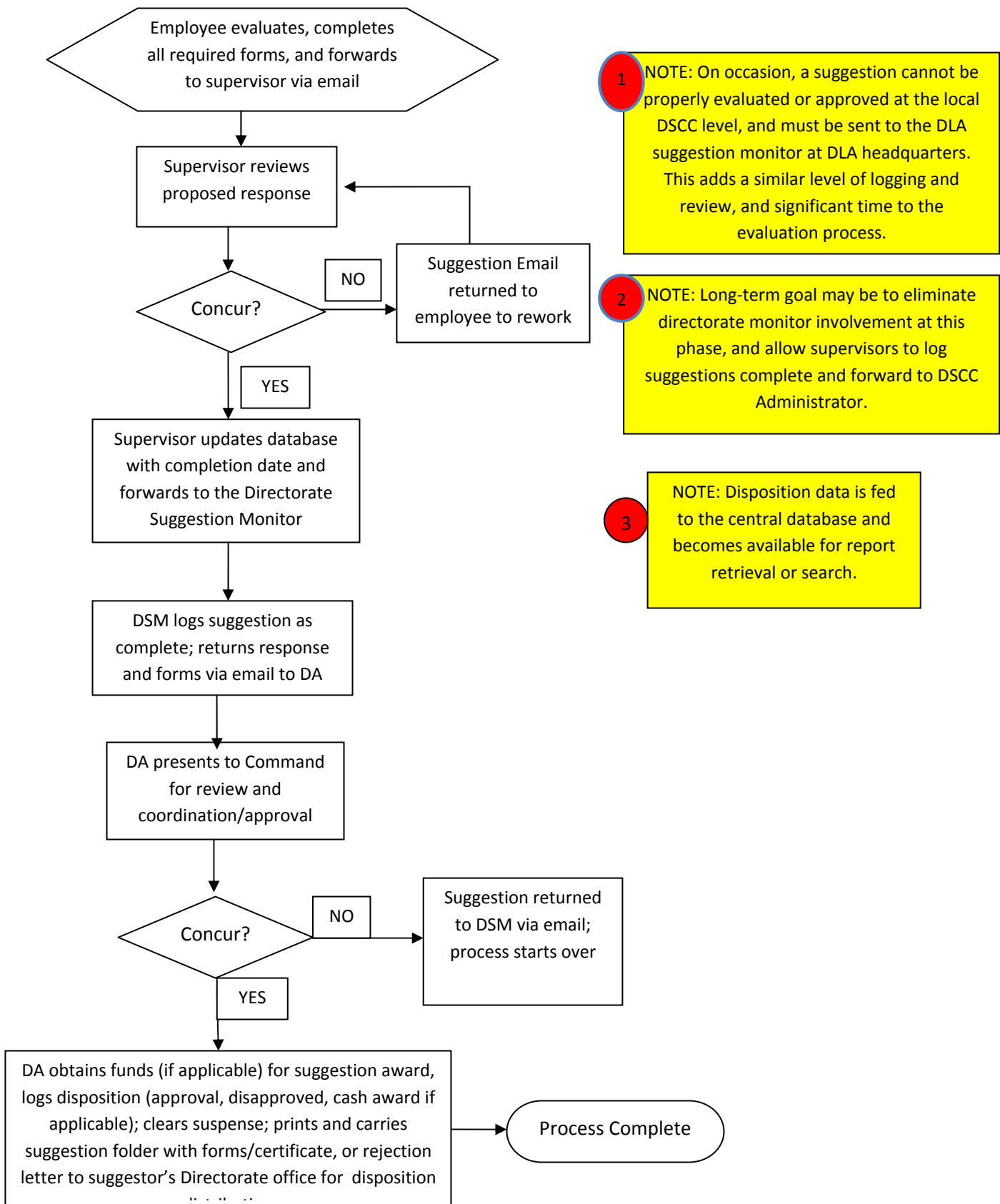
<p><b>Category</b>—identifying the area of concern. Drop down box of options—see attachment to this exhibit.</p>	<p><b>Is this a change to current process policy or system capability?</b> Options are a drop down yes or no.</p>	<p><b>If yes to previous block, this field is activated/available for the user to access.</b> It will consist of a Drop down requiring employee to confirm they have verified the accuracy of the current process as described in their suggestion. to current policy or system capabilities.</p>
<p><b>Short Description of Suggestion:</b> (240 or fewer characters)— this field is exported to the central data base for tracking, sorting and reporting on current and historical suggestion statistics.</p>	<p><b>Does your suggestion contain a clearly stated solution to the problem/issue?</b> (yes or no drop down). If the user tries to select "no," they will not be able to hit the "submit" button (they will get a pop up hard stop error message that will advise the suggestor to edit their narrative to include solution.</p>	
<p><b>Employee Category Drop Down Menu</b> (Military ES; Military OS, Civil Service GS; Civil Service WG; Civil Service REVENUE Contractor)</p>	<p><b>Employee job series, MOS (contractor excluded); instruction: example: 0343-0304-1405-1403</b></p>	<p><b>Civil Service Grade Level (Drop down of categories):</b> WG1-5; WG 6-12; GS-01 thru 05; GS-06-08; GS09-11; GS12-13; GS14 and above</p>
<p><b>Civil Service Only: Years of Federal Service:</b> 1-4; 5-9; 10-15; 16 - 25; more than 25;</p>	<p><b>Civil Service Only: Years of DLA Service:</b> 1-4; 5-9; 10-15; 16 - 25; more than 25;</p>	

**EXHIBIT E – RECOMMENDED CHANGES TO SUGGESTION WEB PAGE****ATTACHMENT – DROP DOWN MENU EXAMPLES**

<b>Category (Process or Facility to be Improved)</b>	<b>Is this a change to a current policy or system capability</b>	<b>Current Process, Policy, or system functionality verified via:</b>
Building and Facility Security	YES	Functional Helpdesk
CRM Proceses or Systems	NO	System On-Line Help
Engineering Directorate Processes		Acquisition Portal
Facilities and Building Maintenance		BPA support/contact
Finance Processes or Systems		Regulations or Policy
Individual Work Stations (IWS)		Mentor/trainer
MWR Programs		Other
Order Fulfillment Processes or Systems		
Outdoor Facilities		
Personnel and Staffing		
Planning Processes or Systems		
Procurement Processes or Systems		
Tech_Quality Processes or Systems		
Test Lab Facility or Processes		
Training		
OTHER		

**EXHIBIT F – RECOMMENDED CHANGES TO AS-IS PROCESS FLOW – Page 1 of 2****TO-BE DSCC SUGGESTION SUBMISSION AND EVALUATION PROCESS – PART 1**



**EXHIBIT F – RECOMMENDED CHANGES TO AS-IS PROCESS FLOW – Page 2 of 2**

**EXHIBIT G – SUGGESTED JOB AID FOR EVALUATION DIRECTORATE ASSIGNMENTS – PG 1 of 2**

ORG	ORGANIZATION	NAME	TELEPHONE	PROCESS
CG	Office of the Commander	BG Darrell K. Williams, USA	2-2169	
DD	Deputy Commander	Jim McClaugherty, SES	2-2167	
DA	Acquisition Executive	Milt Lewis, SES	2-2168	
DC	Chief of Staff	Col Daniel Hicks, USAF	2-2165	
	Executive Assistant	LCDR Jaime Murphy, SC, USN	2-2169	
		<b>Support: Marie Conrad</b>	<b>2-2168</b>	
	FAX: 2-1902	<b>Support: Jill Schmitz</b>	<b>2-2167</b>	
DO	Readiness & Operations	Griff Warren - Deputy Chief of Staff	2-3376	Training
		<b>Support: Jan Zimmer</b>	<b>2-9989</b>	
	Readiness Officer	LCDR Aaron Ayers	2-3433/22153	
DO	DSCC Civ'l Deployment Mgr	Mike Eby	2-3996	
		<b>Support: Kathy Rausch</b>	<b>2-4731</b>	
DOB	Base Realignment & Closure Ofc	Don Schulze	2-3659	
		Natalie Alter	2-7859	
		<b>Support: Rita Flowers</b>	<b>2-9048</b>	
DOE	Executive Program Office	Debra Perry	2-5018	
		<b>Marla Clifton/Joyce Bryant</b>	<b>2-4828/2928</b>	
DOEB	Public Affairs 2-2328	John Foreman - Acting	2-2502	
		Chris Mullins - Protocol	2-1221	
		John Foreman - Speech Writer	2-2041	
		<b>Support: Judi Obrig</b>	<b>2-3463</b>	
DOEM	Military Personnel Office	<b>Support: MSgt Anderson</b>	<b>2-8767</b>	Personnel and Staffing
		<b>Support: Todd Marinello</b>	<b>2-8770</b>	
		<b>Support: Tina Barge</b>	<b>2-8769</b>	
DI	Internal Audit Office	Jim Kreimer	2-3273	
		<b>Support: Jodi App</b>	<b>2-2900</b>	
DK	Equal Employment Office	Charles Palmer	2-0743	
		<b>Support: Jerri McMahan-Moore</b>	<b>2-0738</b>	
DU	Small Business Office	Cindy Nevin	2-5761	
		<b>Support: Connor Lewis</b>	<b>2-3948</b>	

**(SAMPLE/EXCERPT)**

**EXHIBIT G – SUGGESTED JOB AID FOR EVALUATION DIRECTORATE ASSIGNMENTS PG 2 OF 2**

V	Operations Support	Sam Merritt	2-3251	Engineering Directorate Processes
		Kendall Cottongim (Acting)	2-8854	
		Support: Delores Dickey	2-3355	
ZI	DLA Mechanicsburg	Bob Taylor	(717) 605- 5774	
		Support: Michele Hippensteel	(717) 605- 5774	
ZG	DLA Warren	Ellen Dennis	(586) 282- 6238	
		Support: Jeanie Miller	(586) 282- 7844	
DES- C	DLA Enterprise Support,	Kenny Youn - Site Director	2-3101	<b>Building and Facility Security</b>
W	Columbus	Bob Genton - Dep Site Director	2-5730	MWR Programs
		Support: Pamela Thomure	2-3101	Outdoor Facilities

(SAMPLE/EXCERPT)